

SCH/KM

7 December 2016



ALL MEMBERS OF ANGUS HEALTH AND
SOCIAL CARE INTEGRATION JOINT
BOARD AUDIT COMMITTEE

Dear Member

ANGUS HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD AUDIT COMMITTEE

You are requested to attend a meeting of the Angus Health and Social Care Integration Joint Board Audit Committee to be held in the Committee Room, Town and County Hall, Forfar on **Wednesday 14 December 2016 immediately following the Angus Health and Social Care Integration Joint Board scheduled to begin at 2.00pm.**

The agenda and papers are enclosed.

If you have any queries, please contact Karen Maillie on (01307) 476265 or e-mail MaillieK@angus.gov.uk

Yours sincerely

SHEONA C HUNTER

Head of Legal and Democratic Services

DISTRIBUTION:

Members and Officers of Angus Health and Social Care Integration Joint Board Audit Committee

Councillor Jim Houston
Alison Rogers, Non Executive Board Member
Neil Prentice, Third Sector Representative
Jim Foulis, Associate Nurse Director

David Barrowman, Service User Representative
David Thompson, Principal Solicitor, Angus Council
Vicky Irons – Chief Officer
Alexander Berry – Chief Finance Officer

FOR INFORMATION ONLY

Councillor Glennis Middleton
Councillor David May
Councillor Colin Brown – Proxy Member
Councillor Lynne Devine – Proxy Member
Councillor Sheila Hands – Proxy Member
Peter Burke, Carers Representative

Hugh Robertson, Non Executive Board Member
Judith Golden, Non Executive Board Member
Kathryn Lindsay, Chief Social Work Officer
Mavis Leask, Staff Representative
Chris Curnin, Independent Sector Representative
Douglas Lowdon, Consultant Acute & Elderly Medicine

George Bowie, Head of Community Health and Care Services – South
Gail Smith, Head of Community Health and Care Services - North
Drew Walker, Director of Public Health, NHS Tayside
Barbara Tucker, Staff Representative

David Coulson, Associate Director of Pharmacy, NHS Tayside
Michelle Watts, Associate Medical Director, NHS Tayside
Bill Troup, Head of Integrated Mental Health Services
David Thompson, Principal Solicitor, Angus Council



**ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD AUDIT COMMITTEE**

**TO BE HELD IN THE COMMITTEE ROOM, TOWN AND COUNTY HALL, FORFAR
ON WEDNESDAY 14 DECEMBER 2016 IMMEDIATELY FOLLOWING THE ANGUS HEALTH AND
SOCIAL CARE INTEGRATION JOINT BOARD SCHEDULED TO BEGIN AT 2.00PM**

AGENDA

1. APOLOGIES

2. DECLARATIONS OF INTEREST

Members are reminded that, in terms of the Code of Conduct of Members of Devolved Public Bodies, it is their responsibility to make decisions whether to declare an interest in any item on this agenda and whether to take part in consideration of that matter.

PAGE NO

3. MINUTE OF PREVIOUS MEETING

Submit, for approval, as a correct record, the minute of meeting of this Committee of 31 August 2016.

(1-2)

4. 2016/17 INTERNAL AUDIT PLAN – PROGRESS REPORT

Submit Report No IJB 96/16 by the Chief Finance Officer.

(3-8)

5. GOVERNANCE UPDATE

Submit Report No IJB 97/16 by the Chief Finance Officer.

(9-28)

MINUTE of MEETING of the **ANGUS HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD AUDIT COMMITTEE** held in the Committee Room, Town and County Hall, Forfar, on Wednesday 31 August 2016 at 11.30 am.

Present: Members of Audit Committee

DAVID BARROWMAN, Service User
Councillor JIM HOUSTON, Angus Council
NEIL PRENTICE, Third Sector Representative

Advisory Officers

SANDY BERRY, Chief Finance Officer
DAVID THOMPSON, Principal Solicitor – Resources, Angus Council
VICKY IRONS, Chief Officer

Also in Attendance

ANNE MACDONALD, Senior Audit Manager, Audit Scotland

1. CHAIR OF MEETING

In the absence of the Chair, it was agreed that Councillor Jim Houston, Angus Council, would Chair the meeting.

2. APOLOGIES

An apology for absence was intimated on behalf of ALISON ROGERS, Non-Executive Board Member, NHS Tayside.

3. DECLARATIONS OF INTEREST

There were no declarations of interest made.

4. AUDITED ANNUAL ACCOUNTS

There was submitted Report IJB No 74/16 by the Chief Finance Officer which set out the Integration Joint Board's Annual Accounts and the External Auditor's Annual Report on those accounts for the period to 31 March 2016.

The Report indicated that as a formally constituted body, the Integration Joint Board (IJB) was required to produce a set of formal Annual Accounts for the financial period ending 31 March 2016. With the IJB only taking responsibility for service provision from 1 April 2016, the financial content of the Annual Accounts was limited. The Annual Accounts still contained or referenced the main components of a set of Annual Accounts including management commentary, annual governance statement, remuneration reports, and the primary financial statements required by the Code of Practice on Local Authority Accounting in the United Kingdom. The Accounts had now been audited by the IJB's External Auditor (Audit Scotland) and the IJB had received feedback and details of this were contained within Appendix 2 to the Report. The IJB's Audited Annual Accounts were attached at Appendix 1.

The Audit Committee agreed:-

- (i) to note and accept the External Auditor's Annual Report on the IJB's Annual Accounts for the period to 31 March 2016, having noted that the NHS Tayside contribution was £113m and not £133m as detailed in the Report; and
- (ii) to approve the audited Annual Accounts for signature by the Chair, Chief Officer and Chief Finance Officer.

5. BUSINESS FOR FUTURE MEETINGS

With reference to Article 10 of the minute of previous meeting, there was submitted Report No IJB No 75/16 by the Chief Finance Officer which set out plans for developing the skills of Audit Committee members to ensure they were sufficiently well briefed to fulfil the full role of an Audit Committee member.

The Report indicated that there was a need for a planned development session for IJB Audit Committee members and confirmed that this development session would be delivered in conjunction with the IJB's Internal Auditors. Audit Committee members would need to be informed of the specific requirements and responsibilities of being an Audit Committee member compared to being a member of another formal committee or board. The IJB's Audit Committee would meet three to four times per year and meetings around the year end would consider Internal Audit Reports and plans for forthcoming years and issues relating to Annual Accounts. Therefore mid-year meetings were best placed to deal with broader governance issues and details of these governance issues were contained within the Report.

The Audit Committee agreed:-

- (i) to approve the planned development session for October 2016; and
- (ii) to approve the plan to bring updates regarding a number of governance related reviews to a December Audit Committee meeting.



AGENDA ITEM NO 4

REPORT NO IJB 96/16

**ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD AUDIT COMMITTEE – 14 DECEMBER 2016
2016/17 INTERNAL AUDIT PLAN – PROGRESS REPORT
REPORT BY ALEXANDER BERRY, CHIEF FINANCE OFFICER**

ABSTRACT

To present a report setting out progress towards delivery of the 2016/17 Internal Audit Plan.

1. RECOMMENDATION

It is recommended that the Angus IJB Audit Committee:-

- (i) Consider and note the attached Internal Audit Progress Report.

2. BACKGROUND

Appendix 1 is Angus IJB's Internal Auditor's progress report on the 2016/17 Internal Audit Plan. An equivalent report will be produced routinely for future Audit Committee meetings describing progress with Internal Audit Plans.

Discussions between the Chief Finance Officer and Internal Audit have noted the need to review aspects of the financial management associated with Adult Services – resources devolved from Angus Council.

3. CONCLUSION

The IJB requires to consider and note the attached progress report.

**REPORT AUTHOR: Alexander Berry, Chief Finance Officer
E-mail Details: hsciangus.tayside@nhs.net
December 2016**

INTERNAL AUDIT PROGRESS REPORT

1. PURPOSE OF THE REPORT

The aim of this paper is to brief the Audit Committee on the progress on the 2016/17 internal audit plan.

2. RECOMMENDATIONS

The Audit Committee is asked to:

- Note the progress on the 2016/17 internal audit plan.

3. EXECUTIVE SUMMARY

Work on the completion of the plan is continuing and progress is as expected. Internal Audit staff from Angus Council and NHS Tayside have met and, together with the Chief Finance Officer, have discussed and agreed shared working arrangements. These will require to be formalised through agreement between the Chief Executives of the Parties and the Chief Officer.

3.1 COMPLETED AUDIT WORK

The following audit product, with the audit opinion shown, has been issued in 2016/17. This was reported in full to this committee at its meeting on 29 June 2016. An update on how the actions arising from this report are being addressed is included under a separate agenda item.

				Opinion	Draft Issued	Finalised
AN03-17	Angus Report	IJB	Annual	N/A	8 June 2016	15 June 2016

3.2 WORK IN PROGRESS

The following reflects the work in progress on the 2016/17 plan, where assignment plans have been agreed:

			Planned Audit Committee date
AN06-17	Performance Management	Accurate, relevant and reliable reporting against strategic plan objectives and core integration indicators. Compliance with DL 2016 (05).	March 2017 (Audit Committee date to be confirmed)

3.3 PLANNING COMMENCED

The following reflects audits where risk analysis is currently being undertaken to allow assignment plans to be agreed with client management:

AN07-17	Financial management	Risk-based review of aspects of Financial Management (e.g. Identification, delivery and reporting of savings plans)
AN05-17	Due Diligence	Review/Validation of IJB post-implementation review

The following are projects for which we do not produce a formal report. A year end summary will be reported to the May 2017 Audit Committee.

AN01-17	Audit Planning	Agreeing audit universe and preparation of strategic plan
AN02-17	Audit Management	Liaison with managers and directors and attendance at Audit Committee
AN04-17	Governance & Assurance	Ongoing support and advice on further development of governance and assurance structures, including issues identified as part of the annual report process

5. MEASURES FOR IMPROVEMENT

Each audit report includes an action plan that contains prioritised actions, associated lead officers and timescales.

6. RESOURCE IMPLICATIONS

Financial

There are no direct financial implications.

Workforce

Resources to deliver the plan will be provided by the NHS Tayside and Angus Council Internal Audit services. 20 days have been included in the 2016/17 Internal Audit Plans for each party. Progression of the audit plan is undertaken under the supervision of the Chief Internal Auditor.

7. TIMETABLE FOR IMPLEMENTATION

Audit work is planned so as to allow the Chief Internal Auditor to provide the necessary assurances prior to the signing of the accounts.

A Gaskin, BSc, ACA
Chief Internal Auditor



**AGENDA ITEM NO 5
REPORT NO IJB 97/16**

ANGUS HEALTH AND SOCIAL CARE PARTNERSHIP

AUDIT COMMITTEE – 14 DECEMBER 2016

GOVERNANCE UPDATE

REPORT BY ALEXANDER BERRY, CHIEF FINANCE OFFICER

1. PURPOSE

This report provides an update on a series of Governance issues within the IJB and makes a series of general and specific recommendations.

2. RECOMMENDATION

It is recommended that the Angus IJB Audit Committee:-

- Note the option to participate in further governance development sessions with other IJBs and confirm their interest in this.
- Grant flexibility to the Audit Committee Chairperson and Chief Finance Officer to explore available options to bring in additional advisory representation to the Audit Committee.
- Note the planned re-scheduling of the review of the IJB's Financail regulations.
- Note the planned approach to the review of the role of the IJB's Chief Finance Officer in the context of CIPFA's Statement on the role of the Chief Finance Officer in Local Government.
- Consider the response to the External Audit Annual Report as set out in section 4 of this report and agree to share this position with the IJB's External Auditors.
- Consider the "Follow Up Actions" from the Annual Internal Audit report and agree to the recommendations in section 5 of this report.
- Consider the response to the Audit Scotland self assessments and agree to the recommendations in section 6 of this report.
- Agree to a further review of governance arrangements being undertaken in mid-2017.

3. BACKGROUND

Development Session

Report 75/16 to the Audit Committee noted the need for a development session for Audit Committee members. This session was successfully delivered on 26th October 2016 with 3 Audit Committee members present (noting one post was vacant at the time). Post-session feedback has been positive and future developments session will be held in future years.

Other Tayside IJBs are likely to hold development sessions with support from likes of CIPFA (Chartered Institute of Public Finance and Accountancy). Some of these sessions may be made available to Angus IJB Audit Committee members.

Membership & Support

The IJB will appoint a new Audit Committee member to replace Alison Myles who stepped down in August 2016. All eligible IJB Board members were approached and Jim Foulis has agreed to be the new Audit Committee member.

Previously the Committee supported seeking additional officer representation from NHS Tayside and Angus Council at Audit Committee meetings. Angus Council have indicated they would provide support on an “as required” basis. NHS Tayside have not yet confirmed if they can provide additional officer support. However it is important to recognise the pressure all corporate support functions are operating under.

At this stage it is recommended that the Audit Committee grant flexibility to the Audit Committee Chairperson and Chief Finance Officer to explore available options to bring in additional advisory representation.

Governance Reviews

At the last Audit Committee a series of governance issues were noted and it was agreed that feedback would be provided at the December 2016 Audit Committee. This is provided in the sections below. The issues that need to be covered were previously noted as follows:-

- Reviewing the IJB’s Financial Regulations.
- Reviewing the role of the IJB’s Chief Finance Officer in the context of CIPFA’s Statement on the role of the Chief Finance Officer in Local Government.
- Reviewing the IJB’s response to the recommendations in the External Audit Annual Audit report.
- Reviewing the IJB’s response to the Annual Internal Audit Review.
- Reviewing the IJB’s response to self assessments set out in Audit Scotland Health and Social Care Integration Audits.

Partly due to workflow issues the review of Financial Regulations has been deferred to April 2017. This will tie in with more general reviews of the IJB’s Governance framework.

The IJB’s 2015/16 Annual Accounts noted that a detailed review of the governance requirements and responsibilities of the Chief Finance Officer would be undertaken. For now, after consultation with the IJB’s Internal Auditors, it is suggested that an independent review of the IJB’s Chief Finance Officer’s role is undertaken to ensure it complies with the five main principles contained within the CIPFA Statement on the role of the Chief Finance Officer. This review would be undertaken in advance of the 2016/17 year end processes to provide necessary re-assurance to External Audit when reviewing governance arrangements. If the Audit Committee agreed to proceed on this basis, then this approach would be shared with the IJB’s External Auditors and the proposal revised to reflect the overall views.

4. EXTERNAL AUDIT ANNUAL REPORT

The updated position regarding External Audit recommendations is set out in Appendix 1. The recommendations covered a range of issues from Corporate Support arrangements to identifying efficient measures to developing Performance Reporting.

It is recommended that the Audit Committee accept the “updated position” as described in appendix 1 and confirm that this can be shared with the IJB’s new External Auditors.

5. ANNUAL INTERNAL AUDIT REPORT – FOLLOW UP ACTIONS

Angus IJB’s Internal Auditors produced an Annual Internal Audit Report in June 2016 as part of the Annual Accounts process. They subsequently provided a checklist for monitoring progress against various issues raised in that Annual report. An update on the Angus IJB position regarding the checklist is included at appendix 2.

Based on appendix 2, it is recommended that the Audit Committee:-

1. Note the status of Large Hospital arrangements and the need for the IJB to progress these in conjunction with NHS Tayside. Update to Audit Committee or IJB Board – May 2017.
2. Note the reliance on Corporate Support arrangements and undertake review of corporate support after first full year of operation. Update to IJB Board – June 2017.

3. Importantly note that the general governance framework for the IJB does need reviewed and clarified in conjunction with Partners. Interim update to Audit Committee – Autumn 2017.

6. AUDIT SCOTLAND – SELF ASSESSMENT

In December 2015 Audit Scotland produced a report titled “Health and Social Care Integration”. While this report was produced in advance of Angus IJB’s formal approval of its Strategic Plan, the Audit report included a useful checklist for IJBs regarding governance related issues. Angus IJB have now completed this self–assessment and this is attached as appendix 3. Some of the issues covered were already reflected in the Annual Internal Audit Report – Follow Up.

Based on appendix 3, and without repeating points from (5) above, it is recommended that the Audit Committee:-

1. Consider the priority of the requirement for IJB members to receive training and development to prepare them for their role, including managing conflicts of interest, understanding the organisational cultures of the NHS and councils and the roles of non-voting members of the IJB.
2. Note the delays in developing financial plans for each locality and the steps that will initially be taken to determine which resources will be managed at a locality level.

7. CONCLUSION

This paper provides an overview of the current status of governance arrangements within the IJB. It notes certain recommendations above and the appendices set out other pieces of work that also need progressed – generally with agreed timelines. Alongside these individual pieces of work, it is also recommended that a further review of governance is undertaken in mid-2017.

REPORT AUTHOR: Alexander Berry, Chief Finance Officer
EMAIL DETAILS: hsciangus.tayside@nhs.net
December 2016

APPENDICES

Appendix 1 - Audit Scotland – External Audit Action Plan

Appendix 2 – Annual Internal Audit Review – Checklist

Appendix 3 – Audit Scotland Report – Health and Social care Integration – December 2015 – Self Assessment

Appendix 1- Audit Scotland – External Audit Action Plan

No. AS ref.	Para ref.	Issue/risk/Recommendation	Original Management action/response (August 2016)	Responsible officer / Target date	Updated Position (December 2016)
1	28 /table 1	<p>The accounts disclose that the board receives services without charge from partner bodies. LASAAC guidance suggests that the scale of such services should potentially be disclosed by way of a note to the accounts.</p> <p>Risk</p> <p><i>The accounts do not meet best practice guidance.</i></p> <p>Recommendation</p> <p>Consideration should be given to estimating the scale of services provided free by partner bodies (if significant) so that appropriate disclosure can be made in the annual accounts, thus improving transparency for the reader.</p>	<p>The IJB will review the current agreed position of not quantifying the scale of these services with Partners during 2016/17, noting that the current position was agreed with support from both Partners.</p>	<p>Chief Finance Officer – October 2016</p>	<p>After consulting with NHS Tayside, Angus Council and other IJBs in Tayside, Angus IJB does not plan to quantify the scale of services provided by partner bodies. The annual accounts will though include a more detailed description of the breadth of the support provided. This is consistent with the Partnership working in Tayside.</p>
2	43	<p>The board has expressed concern about the level of budget provided by NHS Tayside. As a result a financial recovery plan is being prepared and the health board has been notified of the board's intention to invoke the risk sharing agreement whereby responsibility for meeting overspends lies with the partner delivering the service in the first two years.</p> <p>Risk</p> <p><i>The board is unable to fully fund planned services.</i></p> <p>Recommendation</p> <p>The board needs to work with NHS Tayside to identify savings in order that sustainable services can be delivered.</p>	<p>Paper 53/16 at IJB June 2016 Board meeting provided opening responses to identifying savings with further proposals outlined in that report. Regular updates will be provided to the IJB Board on this matter.</p> <p>The IJB is contributing to the work of the Realistic Medicine work stream within NHS Tayside's Transformation Programme to identify ways to improve the position regarding prescribing budgets. These budgets are a key risk for the IJB.</p>	<p>Chief Officer / Chief Finance Officer – Updated Position October 2016</p> <p>Chief Officer - Ongoing</p>	<p>The IJB continues to develop plans to realise cost reduction in NHS services. This has been described in Board paper in October and December 2016.</p> <p>The IJB continues to work with the Realistic Medicine work stream in NHS Tayside Transformation Programme to seek to deliver cost reduction in the IJB's Prescribing costs. This remains a key risk for Angus IJB.</p>

3	54 and 75	<p>The board has approved a performance management framework to comply with guidance set out in the Public Bodies (Joint Working) (Scotland) Act 2014. However, performance measures are currently being developed.</p> <p>Risk</p> <p><i>The board cannot effectively monitor the delivery of its strategic objectives.</i></p> <p>Recommendation</p> <p>The board should aim to implement and monitor key performance measures, even on a phased basis, as soon as possible.</p>	<p>The Board continues to actively develop its Performance Management framework.</p> <p>Regular updates are provided to Board members. The IJB Board meeting in August 2016 will receive a report regarding performance reporting and there will be an IJB Board performance reporting development session during August 2016.</p> <p>It is expected that, while improvements will be ongoing, stepped changes will have been made by October 2016.</p>	<p>Chief Officer – October 2016</p>	<p>The IJB held a Performance Reporting development session in October 2016. Performance Reporting continues to develop and formal reports will be provided to the Board in December 2016.</p>
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APPENDIX 2 – ANNUAL INTERNAL AUDIT REVIEW - CHECKLIST

	Stream	Annual report actions	Proposed management action	Responsible Officer/ Timescale	To be reported to	Status (R/A/G)	Comments
Developments in 2016/17- in place or planned by management							
1	Corporate Governance	Management structures for the partnership to be developed	New Management structures are in place with increased support provided to localities.	CO	N/A	G	Arrangement will be reviewed in context of delivery of Strategic Plan.
2	Corporate Governance	Deputising arrangements to be formalised	Deputising roles reflected in job descriptions of Heads of Service. To be clarified in future Board report.	CO (Feb'17)	IJB Board	A	
3	Corporate Governance	In May 2016, the IJB considered the two Audit Scotland reports on HSCI and agreed that the IJB's position with regard to these recommendations will be assessed and findings reported back to the second Audit Committee meeting of 2016/17.	To be reported to December 2016 Audit Committee meeting.	CFO	Audit Committee (Dec'16)	G	To be confirmed at Audit Committee (Dec'16)
4	Corporate Governance	Approval of the 2016/17 annual internal audit plan	Complete	CFO	Audit Committee (June 16)	G	Complete
5	Corporate Governance	Further work on the Large Hospital plan.	To be developed further in conjunction with NHS Tayside and other IJBs with improvements planned for 2017/18.	CO/CFO May 2017	IJB Board (May'17)	R	IJB acknowledge slow progress. This is currently a situation replicated across much of Scotland.
6	Corporate Governance	Further work on arrangements for hosted services	Further review required of Hosting arrangements.	CO/CFO	IJB Board (Autumn '17)	A	To be reviewed in conjunction with other IJBs
7	Corporate Governance	Assess if the level of Corporate Support will be sufficient to enable the IJB to successfully deliver the Strategic Plan	Review on an annual basis after first full year and assess in context of supporting delivery of Strategic Plan and Integrated working.	CO June 2017	IJB Board	A	ACHP does not plan to quantify the corporate support resources.
8	Corporate Governance	Development of the performance framework including on the agreed core set of performance measures and targets for reporting to the IJB	The IJB continues to develop its performance reporting and revised reports will be provided to the IJB Board in Dec'16.	Gail Smith	IJB Board (Dec'16)	G	The IJB held a Board member development session on this subject in October 2016.
9	Corporate Governance	The IJB will work with the parties to develop a further scheme of delegation within the partnership.	See March'16 IJB report 38/16. Reviews pending noting overall governance arrangements.	CO	IJB Board (April'17)	A	Standing Orders and Financial Regulation to be reviewed by April'17.
10	Clinical & Care Governance	Implementation and embedding of the Clinical, Care and Professional Governance Framework including the operation of the local R2 group	R2 group framework is implemented and embedded.	Clinical Director	N/A	G	The schedule of reporting for R3 groups is agreed

			Regular meetings are in place bimonthly. CD reports to NHST Clinical Quality Forum. R2 reports to IJB Board via Performance management.				and is in operation.
11	Staff Governance	Further development of the draft Workforce and Organisational Development Strategy to embed this in practice	Agreed by IJB Board January 2016.	B Troup/ J Bayne/ S Faulkner	Via Staff Partnership Forum to IJB Board	G	Separate workforce plans developed with both Partners.
12	Staff Governance	Objectives and appraisal processes for the Chief Officer.	As per NHS Executive Management procedures.	Annual review - NHST Chief Executive with Angus Council Chief Executive		G	Note: Discipline and Grievance procedures currently follow Employing authority procedures.
13	Staff Governance	Objectives and appraisal processes for the Chief Finance Officer.	As per Agenda for Change.	Chief Officer – March'17		A	
Recommended further issues for consideration by management							
14	Corporate Governance	Accountability and responsibilities of the IJB in respect of all governance arrangements should be clarified and agreed by the IJB and parties and flow through to risk management and assurance arrangements.	Reviews of Governance arrangements to be consider in conjunction with Internal Audit, NHS Tayside, Angus Council and other IJBs.	CO	IJB Board (Autumn '17)	R	Clarification of Governance arrangements remains a complex issue and one that requires involvement of Partners to resolve.
15	Corporate Governance	Assurance arrangements should include consideration of reporting lines and the flow of assurance including any officer and governance groups in place.				R	
16	Corporate Governance	The IJB's strategic risk profile should reflect that emphasis has now shifted from the risks the IJB faced during the implementation phase and set out the risks to the delivery of strategic objectives.	Risk Management Policy and Strategy was accepted by the IJB Board in November 2015. The IJB's Risk Management Framework has been reviewed and risks now reflect risks to delivery of strategic objectives.	G Smith – Dec'16	IJB Board (Dec'16)	G	Development work undertaken with IJB Board members (Oct'16) and IJB Exec. Management Team (Nov'16).
17	Corporate Governance	Adoption of an Assurance Framework linking the strategic risk profile and associated controls with assurance processes (Cf Risk Management Policy and Strategy Appendix 2)	The IJB's Risk Management Framework now reflects the main strategic risks. .	G Smith – Dec'16	IJB Board (Dec'16)	G	See Dec'16 Board paper.
18	Corporate Governance	A workplan/ report schedule should be developed for the IJB, showing items of business required to be considered in year to deliver the purpose and remit of the IJB as well as any additional reporting agreed by members	Current action plans to be consolidated into an IJB work plan.	CO	IJB Board (March'17)	A	IJB will consolidate existing action plans.

19	Corporate Governance	Development of the Performance Management Framework should include consideration of how the framework will address Best Value requirements (<i>cf Performance Management guidance issued as well as Local Authorities Best Value guidance</i>)	Once the IJB's core Performance Reporting process is agreed (Dec'16) and functioning well, these further developments will be considered.	G Smith – June 17	IJB Board (2017/18)	G	Improved Performance Report to IJB Board Meeting Dec'16.
20	Corporate Governance	A template code of conduct for IJB members was issued by the Scottish Government in April 2016. Angus IJB should review its Code to ensure it complies with the most recent guidance.	In place and compliant with guidance – May '16 IJB Board meeting.	CO	N/A	G	This document will only be reviewed as and when required.
21	Clinical & Care Governance	Consideration should be given to adverse event management arrangements for integrated services (cf Clinical, Care & professional governance arrangements)	Reporting of SCEAs come to R2 for information.	Clinical Director	R2 Group and then CD to NHS Tayside Clinical Quality Forum	G	Part of each R2 meeting is designated for shared learning across the agencies involved.
22	Staff Governance	The Integration Scheme includes a requirement for the IJB to receive Staff Governance and Workforce Planning reports. Consideration should be given to the needs of the IJB in this respect and reporting arrangements put in place accordingly.	To develop reporting links from the HSCP Staff Forum to IJB Board.	B Troup / J Bayne / S Faulkner	Via HSCP Staff Forum to IJB Board	A	Ongoing reporting to partner organisations is still in place.

APPENDIX 3 - AUDIT SCOTLAND REPORT – HEALTH AND SOCIAL CARE INTEGRATION – DECEMBER 2015 – SELF ASSESSMENT

Ref.	Integration Authorities recommendations	Angus Status	Actions	Timeline
	Provide clear and strategic leadership to take forward the integration agenda; this includes:			
1	- developing and communicating the purpose and vision of the IJB and its intended impact on local people.	The IJB has prepared and issued its 2016-2019 Strategic Plan in line with Scottish Government guidance. A communication and engagement plan was produced in 2013. This has been reviewed and the new Communication, Participation and engagement Strategy is to be approved by the IJB on 14 December 2016.	The IJB will continue to review the content of its Strategic Plan. The IJB is holding a development event in January aimed at further developing the role of localities.	January 2017
2	- having high standards of conduct and effective governance, and establishing a culture of openness, support and respect.	The IJB has established an effective governance framework as evidenced by 2015/16 Governance Statement. It has a Code of Conduct in place with a Standards Officer and has agreed a Publication Scheme.	The IJB will continue to develop its Governance Statement as described in the “Future Developments “ section of Annual Accounts The IJB still needs to fully enact its Publication Scheme	June 2017 (2016/17 Governance Statement) March 2017
	Set out clearly how governance arrangements will work in practice, particularly when disagreements arise, to minimise the risk of confusing lines of accountability, potential conflicts of interests and any lack of clarity about who is ultimately responsible for the quality of care and scrutiny. This includes:			
3	- setting out a clear statement of the respective roles and responsibilities of the IJB (including individual members), NHS board and council, and the IJB’s approach towards putting this into practice.	Clarification of Governance arrangements remains a complex issue and one that requires involvement of Partners to resolve. All individual Board members are provided with copy of Code of Conduct and SG document “Roles, Responsibilities and	Reviews of Governance arrangements to be considered in conjunction with Internal Audit, NHS Tayside, Angus Council and other IJBs.	Autumn 2017

Ref.	Integration Authorities recommendations	Angus Status	Actions	Timeline
		Membership of Integration Joint Board”.		
4	- ensuring that IJB members receive training and development to prepare them for their role, including managing conflicts of interest, understanding the organisational cultures of the NHS and councils and the roles of non-voting members of the IJB.	This remains outstanding and the Audit Committee will be asked for a view on this in terms of IJB Priorities.	To seek views of Audit Committee as to requirement for this.	December 2016
	Ensure that a constructive working relationship exists between IJB members and the chief officer and finance officer and the public. This includes:			
5	- setting out a schedule of matters reserved for collective decision-making by the IJB, taking account of relevant legislation and ensuring that this is monitored and updated when required.	The IJB has an agreed Scheme of Delegation.	The IJB's Standing Orders, Scheme of Delegation and Financial Regulation will be reviewed by April 2017.	April 2017
6	- ensuring relationships between the IJB, its partners and the public are clear so each knows what to expect of the other.	Clarification of Governance arrangements remains a complex issue and one that requires involvement of Partners to resolve.	Reviews of Governance arrangements to be considered in conjunction with Internal Audit, NHS Tayside , Angus Council and other IJBs.	Autumn 2017
	Be rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny, including:			
7	- developing and maintaining open and effective mechanisms for documenting evidence for decisions.	As per standing orders all Angus IJB Board meetings are properly minuted with minutes approved at subsequent meetings.	No further action.	N/A
8	- putting in place arrangements to safeguard members and employees against conflict of interest and put in place processes to ensure that they continue to operate in practice.	For members, issues regarding code of conduct, declaration of interests and conflicts of interests are addressed in the IJB's standing orders.	No further action.	N/A
		For employees – this matter needs to be considered further.	To be further part of review of IJB's overall governance.	April 2017
9	- developing and maintaining an effective audit committee.	The IJB agreed to create an Audit Committee and this has been in place since June 2016.	No further action.	N/A

Ref.	Integration Authorities recommendations	Angus Status	Actions	Timeline
10	- ensuring that effective, transparent and accessible arrangements are in place for dealing with complaints.	The IJB's Integration Scheme (section 11) clearly set out a Complaints process that is now operational. An Algorithm has been developed to provide clarity on the process and timescales within the IJB.	No further action. Note: It is expected that legislation will be brought forward to add IJBs to the list of bodies which may be investigated by the SPSO.	N/A
11	- ensuring that an effective risk management system is in place.	The IJB's Risk Management Framework has been reviewed and risks now reflect risks to delivery of strategic objectives.	Update to be provided to IJB Board.	December 2016
	Develop strategic plans that do more than set out the local context for the reforms: this includes:			
12	- how the IJB will contribute to delivering high-quality care in different ways that better meet people's needs and improves outcomes.	This recommendation was issued in December 2015 prior to the IJB's Strategic Plan being finalised and approved. The IJB's Strategic Plan was produced in line with all available guidance.	No further action.	N/A
13	- setting out clearly what resources are required, what impact the IJB wants to achieve, and how the IA will monitor and publicly report their progress.	The Strategic Plan included Angus IJBs Annual Financial Statement (2016/17). A quarterly performance report is provided to the IJB to show performance against the strategic priorities set out in the strategic plan.	No further action.	N/A
14	- developing strategies covering the workforce, risk management, engagement with service users and data sharing, based on overall strategic priorities to allow the IA to operate successfully in line with the principles set out in the Act and ensure these strategies fit with those in the NHS and councils.	<p>A workforce and OD strategy was agreed by the IJB in January 2016.</p> <p>A risk management report identifying strategic risks and approach to monitoring will be approved by the IJB on 14 December 2016.</p> <p>A communication and engagement plan was produced in 2013. This has been reviewed and the new Communication, Participation and engagement Strategy is to be approved by the IJB on 14 December 2016</p> <p>A data sharing agreement (SASPI) has been signed by NHST, AC, AHSCP and ISD</p>	Risk Management and Communication and Engagement papers to be shared with IJB Board.	December 2016

Ref.	Integration Authorities recommendations	Angus Status	Actions	Timeline
		(NHS NSS)		
15	- making clear links between the work of the IA and the Community Empowerment (Scotland) Act and Children and Young People (Scotland) Act.	AHSCP is represented in community planning arrangements and is contributing to the development of LOIPs (Local Outcome Improvement Plan). Community planning representatives are part of AHSCP's locality improvement groups. Children and Young People directorate have just appointed a Strategic Planning Manager, joint arrangements to ensure strategic plan alignment are currently being established.	No further action.	N/A
	Develop financial plans that clearly show how IAs will use resources such as money and staff to provide more community-based and preventative services. This includes:			
16	- developing financial plans for each locality, showing how resources will be matched to local priorities.	The IJB set out an intention to “develop financial planning and monitoring processes that reflect the role of localities; the use of resources within localities...”. To date that has not been achieved. Issues include :-Capacity to take forward; capability of systems to dual report via existing structures and Localities; clarity regarding management of resources within localities.	Formally determine which resources will be managed at a locality level. Migrate Finance systems from existing structures to Locality structures. (See Status).	March 2017 TBC
17	- ensuring that the IJB makes the best use of resources, agreeing how Best Value will be measured and making sure that the IJB has the information needed to review value for money and performance effectively.	The IJB produces regular finance reports for Board meetings. The IJB needs to further develop its processes to demonstrate that Best Value is being delivered	Develop performance reporting that enables reviews of value for money and performance.	TBC
18	Shift resources, including the workforce, towards a more preventative and community-based approach; it is important that the IA also has plans that set out how, in practical terms, they will achieve this shift over time.	Since 2014/15, Community Health services in Little Cairnie and POA have been remodelled to release resources from In Patient Services to Community based Services. This direction remains a	IJB continues to work towards its commitment to shift resources (workforce and financial) towards Community approaches.	March 2017 (Including December 2016 Board

Ref.	Integration Authorities recommendations	Angus Status	Actions	Timeline
		commitment within the Strategic Plan.		meeting)

	Integration Authorities, Councils and NHS Boards recommendations	Angus Status	Actions	Timeline
19	Recognise and address the practical risks associated with the complex accountability arrangements by developing protocols to ensure that the chair of the IJB, the chief officer and the chief executives of the NHS board and council negotiate their roles in relation to the IJB early on in the relationship and that a shared understanding of the roles and objectives is maintained.	Clarification of Governance arrangements remains a complex issue and one that requires involvement of Partners to resolve.	Reviews of Governance arrangements to be considered in conjunction with Internal Audit, NHS Tayside, Angus Council and other IJBs.	Autumn 2017
20	Review clinical and care governance arrangements to ensure a consistent approach for each integrated service and that they are aligned to existing clinical and care governance arrangements in the NHS and councils.	Template for reporting to R2 agreed. The reporting schedule for R3 groups into R2 has been agreed, CD to report on behalf of R2 to the NHS Tayside Clinical Quality Forum.	Angus HSCP R2 group reporting into Angus Council is still to be agreed. Continue to modify arrangements as IJB develops recognising evolving relationships between partners.	March 2017 Ongoing
21	Urgently agree budgets for the IA; this is important both for their first year and for the next few years to provide IAs with the continuity and certainty they need to develop strategic plans; this includes aligning budget-setting arrangements between partners.	2016/17 Budgets agreed with Angus Council (subject to ongoing review) and agreed with NHS Tayside – subject to resolution of small number of caveats. Future year budget subject to further discussion.	2016/17 Clarifications to be resolved. 2017/18 – Budget discussion under way with AC & NHST. Longer term plans more complicated due to uncertainty with Partner financial planning.	March 2017 March 2017
22	Establish effective scrutiny arrangements to ensure that councillors and NHS non-executives, who are not members of the IJB board, are kept fully informed of the impact of integration for people who use local health and care services.	Angus Council receive copies of approved minutes of Angus HSCP Board meetings. Councillors receive briefings from the Lead Councillor member of the IJB Board. NHS Tayside main Board do not receive copies of Angus HSCP Board meetings.	No further action Issue to be noted to NHS Tayside. (via Internal Audit as pan-Tayside issue).	N/A January 2017
23	Put in place data-sharing agreements to allow them to	A data sharing agreement has been in	No further action.	N/A

	Integration Authorities, Councils and NHS Boards recommendations	Angus Status	Actions	Timeline
	access the new data provided by ISD Scotland.	place between AC and NHST for several years. In addition a further data sharing agreement (SASPI) was put in place in 2015 between AC, NHST and ISD, this has been reviewed in 2016 and now includes AHSCP as a signatory.		